



Electrical Transmission & Distribution Partnership

Continuing Education Training:
Risk Tolerance

Presenter Guide
1st Quarter 2021

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Introduction

This Risk Tolerance continuing education course is intended as a facilitator led process. The facilitator may choose to augment the material with videos, handouts or other media to enhance the learning experience. The facilitator may want to incorporate visual aids to enhance the presentation.

Using this material combined with practical experience, good presentation skills, and knowledge of adult learning techniques, the facilitator has a greater opportunity to deliver the information effectively.

Microsoft® PowerPoint® combined with good instructional skills and instructor/student dialogue help with information retention and understanding. PowerPoint® presents the information to the attendee and the facilitator summarizes the content of the slides. It is critical to engage and involve the attendee in the process. Ask open-ended questions that will elicit conversation and discussion, but be cautious to maintain control of the discussion.

Conversation and scenarios are good, but can cause the discussion to run long. If it seems like the group is losing focus during the course, the facilitator can direct the group back on track by using comments like “This is a great discussion, but let’s get back to the subject at hand”.

Another tool is the “Parking Lot” which is simply a newsprint chart or dry erase board or note pad where the facilitator records unanswered questions during the meeting and that may require more research. It is vital to capture any ongoing discussions or questions on the “Parking Lot” and follow up when the information is known.

Deliver this continuing education module in the first quarter of 2021. Delivery time is approximately 1 to 1.5 hours in one setting, or divided-up into three, twenty to thirty minute settings. There may be text animation on some of the slides. Text and images appear by varying levels on mouse clicks. **It is critical that the facilitator makes him or herself familiar with the material prior to delivery.**

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Begin Session One

Slide 1-1

Risk Tolerance

Continuing Education

First Quarter 2021



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1-1

Introduce the module. Explain that the intent of this presentation is as a continuing education training topic related to certain aspects from the ET&D 20-Hour (Safety Leadership In Action) OSHA training class.

Slide 1-2

Objectives

In this presentation we will be discussing the following:

1. Risk Tolerance defined
2. The factors affecting personal and organizational Risk Tolerance (as outlined in the ET&D 20-Hour Safety Leadership In Action Training)
3. Risk Tolerance communication strategies

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Slide 1-3

Risk Tolerance Defined

What is Risk Tolerance?

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Slide 1-4



Definition

- Risk Tolerance

In the context of Safety, Risk Tolerance is defined as:

“The willingness of a worker or a group to take safety risks.”

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How many of us would take risks if we understood the seriousness of the consequences?

Slide 1-5



Discussion

The term “Risk Tolerance” may imply that the workers or group who willingly take the risk are:

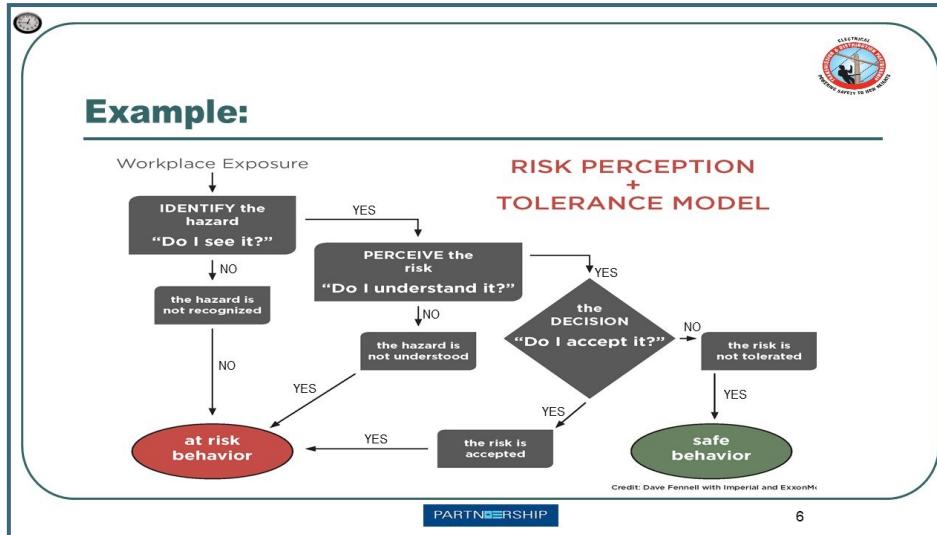
- Aware of the risk (hazard awareness)
- Aware of all possible outcomes of taking that risk

That may not always be the case!

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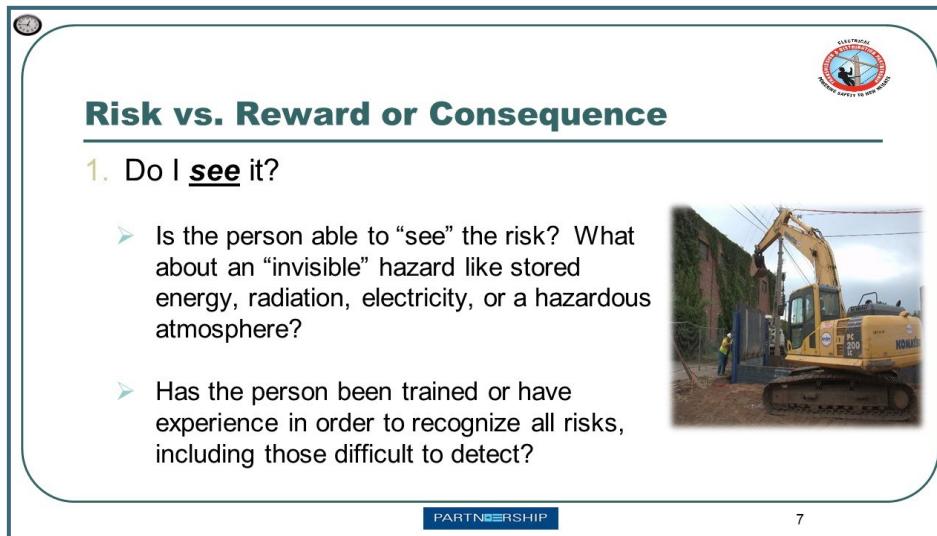
Most people you ask tend to assume things are less risky or less hazardous than they really are. For example, most individuals accept that speeding in excess at 5 miles an hour may expose them to a ticket but never consider the additional risk of a crash. What if they were speeding in excess of 10 or 15 miles an hour over the speed limit? At what speed would you consider the increased risk of a crash?

Slide 1-6



Explain the flow chart beginning with workplace exposure and follow through to the end. Pick a hazard such as Line of Fire or an Underground Energized Cable.

Slide 1-7



Discuss this slide with the group.

Slide 1-8



Risk vs. Reward or Consequence

2. Do I understand it?

- Does the person truly understand the nature and severity of the risk?
- Is the person aware of all possible outcomes including worst case scenario by taking that risk?
- Does the person understand the probability of that outcome?



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Discuss the importance of probability and severity when considering controls for risk.

Slide 1-9



Risk vs. Reward or Consequence

3. Do I accept it?

- When accepting the risk, is the person also accepting the possibility of the worst outcome (serious injury), a less severe outcome (minor injury), or hoping for no negative outcome (no injury or reward)?
- By accepting the risk, the person most likely believes that the worst "won't happen to them."



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Would you perform this task without inspecting your harness? How is this scenario different from say, if you were performing work in a basket, or aerial lift?

Begin Session Two

Slide 2-1

The slide has a dark blue header and footer. The main content area is white with a dark blue border. At the top right is a circular logo for 'ELECTRICAL TRANSMISSION & DISTRIBUTION PARTNERSHIP' with the tagline 'POWERING SAFETY TO NEW HEIGHTS'. Below the logo, the word 'PARTNERSHIP' is written in white on a dark blue rectangular button. The slide number '10' is located at the bottom right corner.

Factors Affecting Risk Tolerance

ELECTRICAL
TRANSMISSION & DISTRIBUTION PARTNERSHIP
POWERING SAFETY TO NEW HEIGHTS

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Introduce this section to the group

Slide 2-2



Factors Affecting Risk Tolerance

1. Overestimating capability or experience

Greater risks are tolerated when there is a belief in one's physical ability, strength, agility, reaction time and reflexes in preventing an incident.

- "Of course, I can lift that!"
- "No, I don't need someone to help me."
- "I can drive faster because I'm a better driver."



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Overestimating capability and/or experience is a human performance concept we often see on jobsites.

Slide 2-3



Factors Affecting Risk Tolerance

2. Familiarity with the task (or complacency)

This occurs when a worker has completed a task successfully multiple times and perceive they have the skill to complete it successfully without thinking.

- "I've done this a million times."
- "I can do this in my sleep."



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Complacency can get us into trouble, especially when we have developed an incorrect work practice which we keep repeating and possibly passing on to others.

Slide 2-4



Factors Affecting Risk Tolerance

3. Seriousness of the outcome

The increased risk is based on the premise that nothing could go wrong. The worker under-estimates how serious the consequences might be.

- “What’s the worst that can happen?”
- “I know what will happen if this goes wrong and it’s really not that bad.”

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Why are we willing to take these kinds of risk with low voltage work?

Slide 2-5



Factors Affecting Risk Tolerance

4. Personal Gain or Adrenaline Rush

Some people need to take risks to “feel alive.” Safe behaviors are sometimes viewed as “boring.” A person might take risks to either fuel their ego or gain admiration from others.

- Workers who can’t satisfy their need for risk in their personal lives might feel the need to get it in the workplace.

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How often are employees rewarded for being fast? How often is a worker who accepts high risk considered “better”? How does risk in personal lives affect risk at work? Ask the group if there is a correlation.

Slide 2-6



Factors Affecting Risk Tolerance

5. Personal experience with a serious outcome

Personal events can stick with an individual for a long time - sometimes a lifetime. It can result in being intolerant of any risk associated with a similar task. Newer workers need to hear firsthand accounts of past serious incidents to reduce their risk acceptance (Conscious/Unconscious).

➤ Communicating lessons learned from industry events is critical to promote organizational learning.

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Lessons learned can deter workers from making the same mistake twice by educating workers on the outcome of the event. Root causes, follow ups, action plans should all be included as part of the lessons learned.

Slide 2-7



Factors Affecting Risk Tolerance

6. Cost of Non-Compliance

If the cost of noncompliance (taking a risk), is going to be high, such as losing a job or receiving a fine or penalty, the person may decide to conduct themselves in a less risky manner.

➤ In the moment of taking a risk, most people don't consider the "costs" that may occur or they believe risk taking is endorsed by their immediate supervisor or employer. What does a severe injury or fatality cost?

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What are the other costs of Non-Compliance?

- Injury
- Fatality
- Reduced Morale
- Reputation Damage
- Equipment Damage
- Others?

Slide 2-8



Factors Affecting Risk Tolerance

7. Confidence in Equipment

Overconfidence occurs when a worker places excessive or unwarranted trust that the equipment or tool will always perform exactly as designed.

➤ Our equipment has limitations and understanding those boundaries can prevent serious consequences.

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Conductive components of the material handler bucket include; control mechanism/pistol grip, mounting hardware, swivel hardware (all boom components minus fiberglass inserts).

Monthly boom inspections, DOT inspections, equipment housekeeping, information in the operators manual , etc.

Slide 2-9



Factors Affecting Risk Tolerance

8. Confidence in PPE or Rescue

Higher levels of risk are accepted when workers are overconfident in the safety equipment they use and their belief that if something does go wrong, the PPE will keep them from harm.

➤ To create layers of protection, understanding the limitations of the equipment and the importance of additional layers.

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What are some other layers of protection that should be considered?

- Effective Hazard Recognition
- Engineering Controls
- Administrative Controls
- Last is PPE

Confidence in PPE, not air testing gloves each day before use, and inspecting sleeves.

Slide 2-10



Factors Affecting Risk Tolerance

9. Profit or Gain from Actions

If an employee perceives gain whether it's Profit or Gain it increases a persons Risk Tolerance.

- This could be finishing sooner by taking shortcuts. The gain could be direct financial impact, or it could be the gain of pride, status or a general good feeling. People may dangerously increase their risk tolerance when the rewards are perceived to be greater than the risk.
- Another gain people experience is the comfort of not wearing rubber gloves.



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We shouldn't let time pressures allow us to develop a habit of putting workers at risk by taking shortcuts, ultimately only you can make that decision.

Slide 2-11



Factors Affecting Risk Tolerance

10. Role Models Accepting Risk

The level of risk accepted by our role models and mentors will directly impact the level of risk individuals will accept. Workers will watch their peers, supervisors and mentors to determine how they should behave.

- If a worker has a leader who is a risk taker, the worker is in constant conflict with the safety training he/she may have received in the past and the risk culture exhibited in the field.



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As a supervisor or higher level peer, you should always follow the rules/procedures at bare minimum.

Summary Slide



Summary

- The fundamental goal of this OSHA Strategic Partnership (OSP) is to reduce the number of injuries and fatalities in the Industry.
- ET&D 20-Hour Safety Leadership In Action Training lists the 10 Factors affecting Risk Tolerance and management strategies for each.
- We need to continually identify areas where our “risk tolerance” is resulting in unnecessary risk exposures to our people.
- In order to lower our risk exposure, we need to identify and correct the individual motivations for a person to increase their risk tolerance.

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